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ABSTRACT

This monograph is designed to give people engaged in human service activities some new and fresh ideas on how to handle stress, how to benefit from its positive aspects, and how to neutralize its detrimental effects. Part 1 provides a background statement and refers readers to an extensive bibliography provided at the end of the paper for those interested in a thorough review of stress, distress, and related topics. Part 2 provides a definition of stress attributed to Hans Seyle (cited in this paper as the "father of stress research"), and part 3 provides a list of stress-related variables. In part 4, the author discusses acute distress, substituting the term "fade-out" for what is usually called "burn-out" on account of the objectionable and inaccurate connotation of irreversibility in the latter. Included are a list of unconscious fade-out responses (techniques that achieve detachment and distance in human relationships), a fade-out profile of symptoms, and fade-out signals. Part 5, entitled "Focusing In," offers specific suggestions and techniques to minimize fade-out. Part 6, "Appendices," provides a series of schematic feedback diagrams ("anticipating conflict evolution," "loser's cycle," and "winner's cycle") and a pair of charts correlating types of stress with stress management strategies. Reference notes and the bibliography cited in Part 1 condclude the paper. (TE)

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UNLOCKING YOUR POTENTIAL

JOSEPH F. LAGANA, ED.D

FALL Conference
OASSA
Columbus, Ohio
October 14-16, 1984

EA 017 314

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FOREWORD

People who have a strong desire to do well at their jobs encounter a certain amount of stress. When the path to achievement of one's goals is blocked or thwarted by circumstances beyond one's control, stress can be overpowering and have devastating effects on performance and on health. New and complex circumstances emerged in the 1970's that seemed to make delivery of all human services more difficult. Consequently, people committed to delivery of human services were faced with increasingly stressful situations. The 1980's are not likely to be much different.

Dr. Joseph Lagana's monograph is designed to give persons engaged in human service activities some new and fresh ideas on how to handle stress, how to benefit from its positive aspects and how to neutralize its negative effects.

ACKNOWLEDGMENTS

Many people gave assistance to the development of this manuscript. In an effort to demonstrate proper respect and recognition to those who contributed there is a high risk of omitting important contributors. Nonetheless acknowledgment must be given.

Dorothy Iams, Linda Morton and Pamela Scully often converted illegible notes into a coherent and readable finished-product. Their perseverance and patience are appreciated. The encouragement of Dr. Elizabeth Scheide and her I.U. staff served as the catalyst which urged the development of the ideas into formal presentations for Pupil Personnel Services persons. Dr. Harold Oyer and Dr. James Schmunk's invitation to make a presentation at the Allegheny Intermediate Unit's School Board Convention on April 29, 1980 was the incentive which generated the energy to complete the manuscript. Deep thanks and gratitude is extended to our Allegheny Intermediate Unit for their total support in the development and sponsoring of the project and to the Northgate School District for providing the autonomy to participate in this type of personal and professional growth pursuit.

OVERVIEW

The topic of stress and distress is much on the minds and lips of almost everyone in this rapidly changing, complex, intense and modern post-industrial society. This article is written to achieve the following general objectives:

1. To extend the assumptions about the effects and conditions of stress and distress provided by Hans Seyle, the noted Canadian physician and researcher, to the entire field of human services which include but are not limited to the following:

   A. Education
   B. Law and Law Enforcement
   C. Dentistry
   D. Medicine
   E. Mental Health
   F. Social Work
   G. Government
   H. Volunteer Agencies
   I. Religion and Clergy

   (Further it is believed that the assumptions and information included herein may indeed be applicable to all modern day members of our species regardless of their profession or occupation).

2. To help persons in the human services to become aware of stress and the condition of fade-out (Acute Distress).

3. To offer ways for human services personnel to identify stressful stimuli and to cope with its effect in a deliberate, practical, healthful and constructive manner (to minimize fade-out/disappearance).

4. To serve as a reference in helping human services personnel to develop inservice training programs for their constituents.

The article provides a brief background statement in Part I and an extensive bibliography for those interested in a thorough review and study of stress, distress and related topics. A deliberate attempt was made to avoid technical explanations and definitions and has deferred that to the readers choices through an investigation of the references given in the comprehensive bibliography.

After providing the reader with a definition of stress in Part II related variables which may contribute to unwarranted stress are given in Part III. The author abhors the term "burn-out" because it is negative and strongly suggests an irreversible, terminal human condition. "Fade out" is offered as a positive alternative since it can be perceived to be a more optimistic term with the possibility for human restoration. The condition "fade out" or acute distress is discussed in Part IV.

It was the intent of the author to provide the reader with ideas and insight along with hope for self restoration and growth of a "faded out" human being. Part V entitled "Focusing In" was designed to offer specific suggestions and techniques to minimize complete "fade out" resulting from ***overload*** (over abundance of change, conflict and uncertainty) or ***underload*** (tedium and boredom).

STRESS
ASSET OR NEMESIS

by

Joseph F. Lagana, Ed.D.

I. INTRODUCTION

Unwarranted stress may soon be determined to be homo sapiens' greatest nemesis in our rapidly changing technological society. Stress is an invisible, bio-chemical and physiological phenomenon. It affects each of us differently because of our varied environmental and hereditary backgrounds. Stress is both necessary and useful in proper quantities but potentially hazardous in unwarranted amounts. Without stress we would die. Too much conflict, change and worrying about the unknown are sources of unwarranted stress. Stress seems directly related to the intensity of life. It can be residual and have delayed effect on our emotional and physical well being. Much research has been conducted on stress. Attempts to define, analyze and relate stress to physical and mental health are commonplace in the literature in most academic disciplines.

The bibliography included herein contains some of the more classical examples of research in regard to stress. Hans Seyle can be considered the father of stress research. He is a noted Canadian physician who has studied stress over the last 40 years. Seyle published his classical book entitled "The Stress of Life"[1] nearly a quarter of a century ago. It appears, however, that the phenomena of stress is now emerging into something of significance in our "fast track world." Stress seems to be directly linked to various physical and emotional disorders and diseases.

Stress is not a recent phenomenon. It has always been a part of human kind. The cave man encountering a saber toothed tiger experienced a stressful situation. His body and brain immediately became prepared for "fight or flight" action. These complicated, automatic physical survival responses triggered by the complex bio-chemical mechanism of the brain are detailed by Dr. Hans Seyle in an article, "Stress,"[2] in the March, 1978 issue of the Rotarian. As we approach the 21st century, we are experiencing the need to keep up an adaptive mechanism for defense maneuvers with similar intensities as are ancestors. Our current, hectic world, however, creates an environment which exposes us to a higher frequency of stressors in greater quantities than our prehistoric forefathers. Specifically Seyle wrote that:

> *"Modern life, particularly urban life, exposes us to the everyday stressors of complex interpersonal relationships, job responsibilities, richness of diet, and many associated mental and emotional stimuli. We try to cope the best we can and usually do so quite well. But not always. We often over-react. Many financial worries can weigh us down by constantly demanding our adaptive energy* to defend us against this kind of stress. Bad news from the tax collector and stock market have driven thousands of people to physical wrack and ruin.*

*A type of energy which is generated by the body during stressful situations. Adaptive energy contributes to our well being during distress but takes a toll on our basic protoplasm. It is believed that the body has a limitation in terms of the amount of adaptive energy it can generate over a period of time. A good analogy is the car battery and its "potential life" and energy producing limitations.

A three-piece suit is no protection against the stress of life in the business world. Some executives unknowingly become stressed by a curt memo from a superior, by change in company policy, by a failure to be promoted or by a smaller than expected raise. A list of stressors in the business and professional life is long."

As stated above, the condition which sets in motion the forces of unwarranted stress in our modern society is the frequency of intense situations which human beings are forced to face. With our rapidly changing world, the number of frequencies of intense situations have increased dramatically in the past two decades. Alvin Toffler[3] alluded to this in his book "Future Shock" when he indicated that man must learn to cope with rapid change in life or experience a physical and mental breakdown. Jonas Salk[4] in his book "The Survival of the Wisest," warns us that we must learn to cope with complexity and frequent change in our lives or suffer the consequences of unnecessary illness or premature death. Harlan Cleveland[5] advises in his book "The Future Executive," that the manager of the future must learn to deal with ambiguity and a lack of structure with few definitive guideposts to follow. Thomas Holmes[6] of the University of Washington Medical School has done an elaborate study on life changes and the relationship to stress. Holmes in a presentation at a Stress Workshop in New York City in the spring of 1978 indicated that certain life changes have greater impact on the human organisms than others because of the nature and perception of the change. He has developed a profile that lists a series of life changes human beings tend to expereince in a lifetime. The instrument can be used as a guide in regard to assessing the anticipated amount of stress which one will encounter. Holmes contends that it is usually not just one life change which causes the significant physical, mental or emotional disturbance. It is usually the accumulation of a series of changes of high impact value to the human being in a relatively short period of time which is the culprit. For example, if one were to experience a major job change, the death of a parent, a divorce and an only child going off to college all in one year, one could expect that the human being would experience an accumulation of unwarranted stress over a very short period of time which could result in implications of physical, mental and emotional deterioration. Holmes suggests that human beings take stock of their life cycle and the kinds of life changes that they have experienced or may experience over a brief period of time. This will serve as an indicator to the way stress could be taking a toll on one's protoplasm.

II. STRESS DEFINED

It is not the intention of the author to get bogged down in technical definitions and documentation. The bibliography is provided for persons who are interested in the more scientific and technical explanation and approach to the topic of stress. One definition is necessary for clarity. Stress is defined by Seyle as:

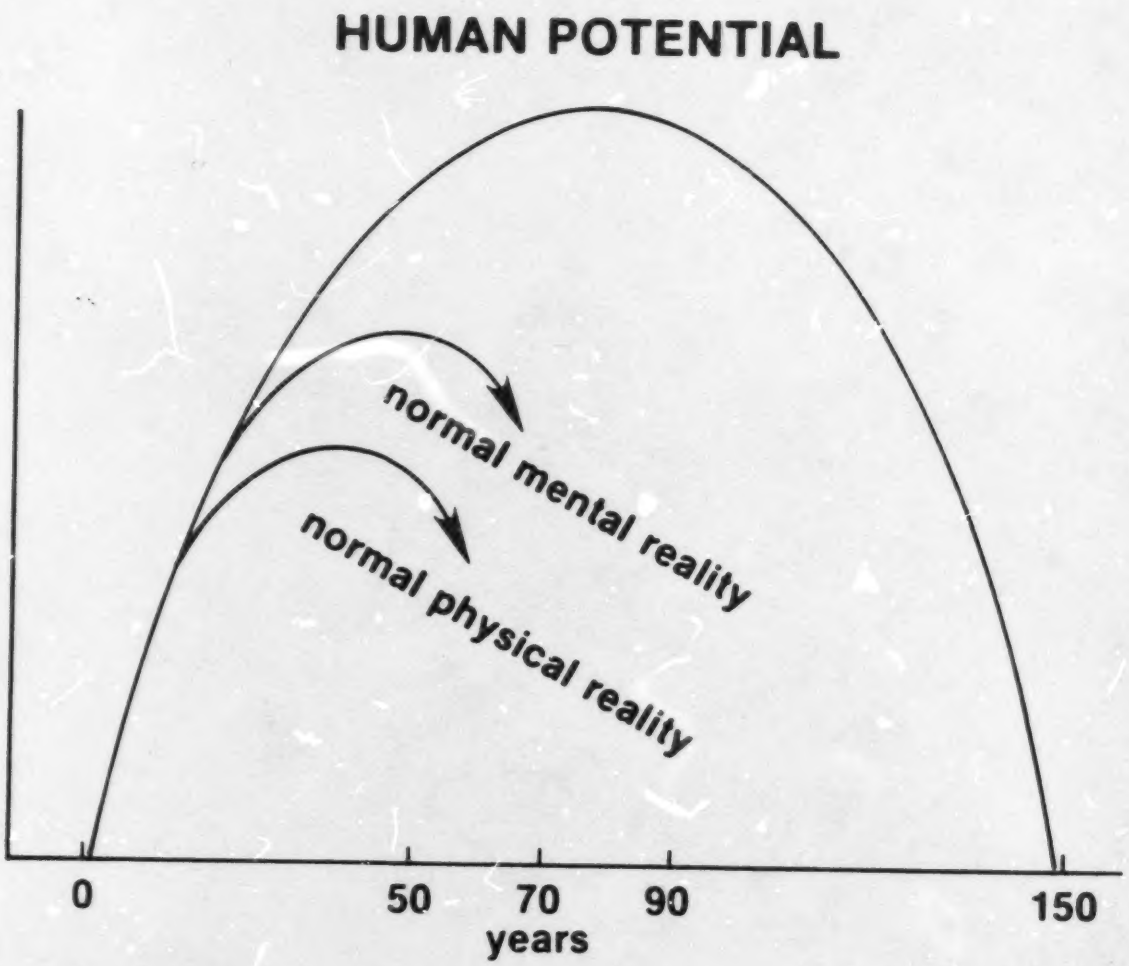
"A human condition which results as a person responds to his or her perceptions of a given stimuli. It is the rate of wear and tear in the human machinery that accompanies any vital activity and in a sense parallels the intensity of life. It is increased during nervous tension, physical injury, infection, muscular work or any other strenuous activity and it is connected with non-specific defense mechanism which increases resistance to stressful agents. From a medical and bio-chemical point of view the concept of stress implies only an adaptive reaction to change whether the change is for the better or for the worst . . . it is the inner driving force in everyone urging them on to creativity and all other human endeavors. Extremely pleasant and stimulating stress is called eustress whereas unpleasant and harmful stress is identified as distress."

The real inherent danger of unwarranted stress is that it often times causes subtle and unknown deterioration of the human machinery while our mind may give us signals that everything is OK. Our physical body may continue to react to stressors long after the stimuli that initiated stress is gone. Unwarranted stress can cause the physical body to be vulnerable to attacks from bacteria, virus and other outside forces by threatening the immune or cardio-

vascular system. The aftermaths of unwarranted stress seem to result in lack of synchrony between the mind and emotional process with the physical body.

For more than two decades researchers from the field of behavioral science and related professions have been indicating that our species has not been living to the fullest potential in terms of longevity. It has been estimated that human protoplasm has the capability of sustaining over a hundred years of life under normal circumstances. However, due to a number of controllable and uncontrollable forces, human beings tend to fall short of their potential life span. There seems to be evidence from the literature which suggests that unwarranted stress resulting from the fast pace of the post-industrial society has been a contributing factor to serious illness and premature death. Figure 1 *indicates what generally happens in terms of physical and psychic growth in the ages of man. This information was reported in 1957 by the New York Times but seems relevant to our modern society.*

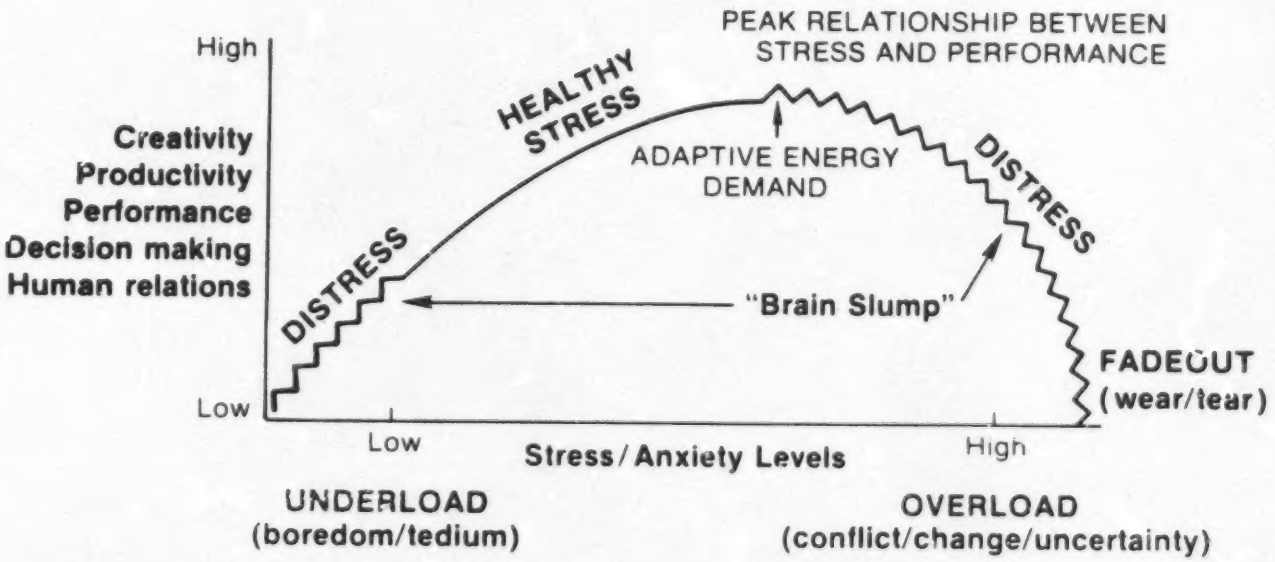
FIGURE 1



Taking a look at a relationship between stress and performance, one may conclude that the favorable stress that tends to drive one toward success reaches a point and converts to a non-productive, deteriorating, destructive force. Figure 2 is a hypothetical curve which represents the relationship between levels of stress and performance. It is hypothesized that the curve would be similar for all human beings but have different conversion points. The conversion point for a peak performance varies with each individual depending on the age, physical condition, general personality makeup and other characteristics. Therefore, it becomes apparent that each human being must become aware of the way stress is related to his or her performance. Individuals need to be mindful of their body responses and the relationship to peak performance. There is much written today about adaptive energy. Adaptive energy is the result of the physiological and chemical reactions within our body which tends to respond to high stress situations at and beyond the conversion point. There are those who believe that there is a limitation to our bodies capacity to generate adaptive energy. Interrelated to this whole process is the brain waves and the frequencies which affect our creative problem solving processes. As the brain frequencies increase from the result of stressful situations, our ability to solve problems creatively tends to diminish. Likewise as stress increases at some point, human relationships may tend to deteriorate because of the emotional disturbance which is associated with high stress situations.

FIGURE 2

RELATIONSHIP BETWEEN PERFORMANCE LEVELS AND STRESS
(Anxiety levels which contribute to or detract from peak production, performance and satisfaction)



Each individual will have a unique "peak" production and satisfaction level

III. STRESS RELATED VARIABLES

The following variables at the organizational level may contribute to distress by generating varying intensities of over-indulgent stress.

Assess your circumstances.

A. The size of the facility

B. Ratio of the staff

C. Average daily cost per student

D. Age of facilities

E. Physical condition of the facilities (subjective rating)

F. Location of facilities (subjective rating)

G. Ratio of supervisors to staff

H. Salary levels and fringe benefits

I. Turnover rates

J. Unionization and strength of unions

K. Opportunities for advancement (subjective rating)

L. Number of times organization has been reorganized within past five years

M. Number of times state service delivery system was reorganized within the past five years

N. Number of persons occupying chief executive position within the last five years

O. Formalization of organization at the facilities

P. Centralization of decision making at the facilities

Q. Lack of:

1. Variety/complexity
2. Autonomy/adequate authority
3. Insignificance of outcome of efforts expended
4. Feeling of success
5. Feedback about performance

6. Praise and recognition for performance

7. Opportunity for self expression

8. Opportunity for self actualization

9. Presence of tangible rewards for accomplishments

10. Positive emotional reciprocity - unconditional

11. Other Goals

R. Inability to influence decisions

S. No opportunity to take time off when under stress and unwarranted strain

T. Poor quality of personal relations

U. Inability to share duties and responsibilities

V. Discomfort of physical environment

W. Feeling of boredom

IV. FADE-OUT (Acute Distress)

Fade-out or acute distress as depicted in Figure 2 Page 4 can be defined as an emotional and physical condition which occurs from unwarranted stress resulting in lack of caring, concern, personal detachment and dehumanized relationships with others. Fade-out can be seen as a type of impersonal aloofness and distancing which occurs in human relationships when the intensity of the relationships or stressors become seemingly unbearable. This condition may be related to the nature of negative factors one must deal with and it may be a result of the demands (overload or underload) of the job and life becoming more than the human organism can bear. Human beings tend to unconsciously cope (fight or flight) with stress in ways that are impersonal and potentially destructive. This often times prevents them from fading out totally in the short run (disappearing). Some human services personnel are able to effectively deal with people while at the same time getting the job done and minimizing the fade-out experience.

There are several non-verbal and verbal techniques which achieve detachment and distance in human relationships. Some human service personnel on the other hand are able to keep these in balance while remaining humane and productive. Many render themselves totally useless in dealing with themselves and others. Often times human services personnel unknowingly use techniques which reduce their emotional involvement on their job and in their personal life. They usually do this at a loss of some effectiveness and at a minimization of their creativity.

A. Unconscious Fade-Out Responses:

1. Inhumane Labels

The use of inhumane labels such as referring to students, faculty members, clients and patients as vegetables, crazies, wackos, etc.

2. Technical and Scientific Terms

The use of technical and scientific terms such as slow-learners, retards, level three, LD students and the common use of a lot of acronyms . . . a very impersonal reference.

3. Abstract Terms

The use of abstract terms with a tendency to refer impersonally to part of the day or part of the job such as afternoon section, my case load, my gang or my group.

4. Rationalization

A rationalizing of a volatile situation as a natural evolutionary reaction to a crisis. There is a tendency for some human services personnel to verbalize that it is perfectly natural for certain people to be emotional and to react negatively to change, a loss, a death, a failure and become aloof from the situation and somewhat detached.

5. Invisible Separation Between Personal and Professional Life

Most human beings attempt to departmentalize their life into personal life and professional categories. Some human services personnel are able to do that quite effectively except in those instances where the stress reaches a point where it spills over into the other area. This coping device of separation, although it may prevent fade-out, is an obvious barrier for growth of the whole person toward the actualizing of their potential. It often times stands as a barrier to career goals because the person is unable to share with those who need to know their fantasies, their dreams and their experiences of success and frustration. They feel that it is a sign of a failure to discuss their feelings in this regard.

6. Withdrawal (flight)

Often times human services personnel will withdraw from their peers as well as from the clients to be served. Although this helps them to minimize fade-out, it also prevents them from the opportunity to share perceptions about their job and their life as well as to realize that others are in similar difficulties.

7. Reduction of Time with Conflict and Confrontation Types of Clients and Patients (flight)

There is a tendency for human beings to try to avoid pain. Most confrontation and conflict are painful and tense situations. So some human services personnel tend to spend the smallest amount of time dealing with some of the toughest and most difficult situations and conditions. This obviously results in handling certain jobs over and over again because it was not resolved properly in the first place.

8. Furniture Arrangement (flight)

Often times human services personnel will arrange their furniture in such a manner that there is a physical distance between them and those they serve. This prevents them from avoiding eye to eye contact and total involvement in exchange of expressions. Likewise, the physical arrangement of the room and furniture can be intimidating to those to be served and, therefore, the "client" remains for a minimal amount of time.

9. Escaping Behind Rules (flight)

An ecape behind rules, regulations and policies which forbid encounters with clients, patients, students,

etc., is a coping mechanism which prevents the socialization and involvement with people who are to be served by the server. It can be rationalized that it is not permissible by company policy. This obviously reduces the potential of total impact which could be achieved in the relationship. It further creates distrust, suspicion and long term ill feelings.

10. Going by the Book (flight)

This enables most human services personnel to remove themselves from weighing the individual merits of a situation and condition. They feel totally satisfied that the "contract" may prevent them from getting involved and dealing directly with the issues. It sometimes is very necessary to abide by the rules and regulations of the contract but often times there are certain discretionary issues whereby human services personnel can be flexible. There is a tendency for distressed human services personnel to adhere to a conservative interpretation of the written word.

11. Gripe Sessions

Often times human services personnel will tend to organize themselves socially for the purpose of sharing experiences and providing each other with an opportunity to share their negative feelings about their job. Low morale and guilt are generally the end result because the focus of the discussion usually is on the negative as opposed to the positive aspects of their life or employment.

12. Sick Humor

Joking about a serious situation is a form of sick humor. Often times conditions in human services get so deplorable or so difficult to deal with that one of the coping mechanisms is to slide into sick humor. Often times, however, the humor, although protecting us from fade-out, does prevent us from being totally effective in solving problems in a creative way or exercising our best talents.

13. Sublimation

Excessive use of candy, coffee, etc.

14. Crutches (flight)

Alchohol, drugs, tobacco, sleep, etc.

15. Crying

Some persons break down and cry as a means of relieving stress and tension. Others seldom cry. The ability to cry is generally a healthy characteristic. It is an acceptable outlet for human emotion and should not be discouraged unless it becomes excessive.

B. Fade-Out Profile

The following factors/symptoms may be related to overindulging stress which contributes to fade-out (temporary/permanent). Check the column on the right which best reflects your general feeling or condition to each factor/condition listed. Use the last 30 days as a frame of reference.

	Factors/Symptoms	Often	Sometimes	Seldom
1.	Physically exhausted			
2.	Emotionally exhausted			
3.	Wiped out			
4.	Unhappy			
5.	Rundown			
6.	Weary			
7.	Troubled			
8.	Resentful toward people			
9.	Weak			
10.	Hopeless			
11.	Rejected			
12.	Anxious/frustrated			
13.	Dryness of throat/mouth			
14.	Inability to concentrate, flight of thoughts/general disorientation			
15.	Decrease in sex urge/impotence			
16.	Floating anxiety - source unknown			
17.	Pounding heart			
18.	Depressed			
19.	Irritable			
20.	Unusual aggressiveness			
21.	Abnormal stuttering			

22.	Insomnia			
23.	Excessive perspiring			
24.	Need to urinate			
25.	Headache			
26.	Loss of appetite or nervous eating			
27.	Neck/Backpains - muscular tension			
28.	Abuse of drugs			
29.	Alcohol			
30.	Tobacco			

C. Fade-Out Signals

1. Constant physical exhaustion
2. Constant feeling of not caring
3. See self as a failure
4. Short tempered
5. Tend to live on crutches (alchohol, drugs, cigarettes, etc., sleeping long hours)
6. Use regular direct coping style - confrontation
7. Regular indirect coping style - withdrawal
8. Negativism toward self
9. Negativism toward peers, life and society
10. Tend to ignore stress signals/symptoms/clues

V. FOCUSING IN

A. Narrowing the nemesis and amplifying the assets is a stress management concept. This exercise can help you to analyze your present situation and determine your sources of potential distress as well as to identify your assets. Fade-out can be minimized by properly completing this exercise and accompanying it with an appropriate follow-up. In some cases fade-out victims can be restored to an appropriate functioning level.

Respond to each item. Be as candid as you can but try not to frustrate yourself.

1. What do I like least about my job? Is it the job or me?

2. In my life or job what would I change if I could? (Is it realistic? Reasonable?)

3. What do I like best about my life? (What gives me the greatest satisfaction?)

4. The most time consuming aspects of my job are:

5. I would like to have more time to:

6. What skills and/or knowledge would help me to be a more effective person and worker? (Be realistic, reasonable)

7. My plans for retirement are: (What? Where? Whom?)

8. My sources of distress are:

9. What attitudinal and behavioral characteristics do I have which
   a. may contribute to unwarranted stress for others?

   b. "draw" people to me?

10. The people with whom I like to associate are:

Why?

11. The people or situation I avoid are:

People Situation

Why?

12. The last new idea(s) I tried on my job was:

13. In what way, if any, does my daily routine and normal diet contribute to "unwellness?"

14. The things I do to help myself feel good are:

15. What do I like best about myself? List as many as you can. (Be aware of your feelings as you are doing this.)

16. The idea(s) I have for my colleagues, associates, myself, etc. to work on and minimize unwarranted stress is:

17. How do you see yourself? (Check the position below which best represents the way you see yourself.)

Generally negative/cynical	Fairly balanced moods of optimism blended with cynicism	Generally positive/optimistic

18. How do others see you?

Generally negative/cynical	Fairly balanced moods of optimism blended with cynicism	Generally positive/optimistic

19. What job would you take if you could? Would you take it now?

20. Draw a face in each circle which represents your feelings now.

B. Suggested appropriate human responses to minimize distress.

These ideas are offered as appropriate constructive alternative human responses to natural coping behaviors which may tend to contribute to ineffective relationships and permanent fade-out. The following are given as possibilities:

1. Total Diversion

The necessity to take regular vacations which enables you to have a total diversion from the work and home environment which may be contributing to stressful situations. The regular vacation concept should be done several times throughout the work year. It need not be lengthy (3 to 5 days).

2. Time Outs/Time Away

Sanctioned time-outs/time away which can occur during the work day or during the selected period of the weekend. During the work day, a diversion in types of jobs and job varieties should be considered. On the weekend, it is important to find time to be alone. Time to think, to reflect, to be away from the involvement of others is essential. Each human being needs a private space (a sanctuary) away from sensory abuse, e.g., noise, bright lights, etc. Low intensity light and music, silence and darkness are good antidotes for unwarranted stress.

3. Change of Scenery

Likewise it is important to have the ability to work out an arrangement at certain times when stressful situations seem to be emerging to have extended time out for reflective relaxation purposes. This could mean leaving the work site and continuing the (individual or group) discussion, problem solving and contemplation at another site. There is a tendency for the change in environment to change the intensity and complexity of the problem. Different (stimuli) perspective may emerge and give rise to a more creative solution, e.g., move activity from the office to a museum, library, art gallery, etc.

4. Planned Inspiration

It is important that planned inspiration be organized on a regular basis. Several activities a month should be scheduled that you really like to do, things you prefer to do and people you prefer to see. If you like to travel, you ought to build in the opportunity to travel intermittently throughout

your monthly schedule, e.g., long weekends or mini-vacations to enhance your effectiveness as a human being. Planned inspiration should be an opportunity for a "spiritual renewal" and personal enrichment.

5. Support Groups

The establishment of support groups on a collegial basis with an emphasis on gaining positive reinforcement for achievement or a job well done may be necessary. In addition, the support group should act with empathy, to listen to persons who may have a problem and may offer possible solutions. The support group could make a commitment to each of its members to be available and on call 24 hours a day seven days a week. Obviously, the support group or member on these emergency situations would only have to make themselves available in exceptional cases, perhaps once or twice a year. This "caring" is an inexpensive investment when considered against the high cost of professional therapy and/or the ultimate dehumanization of a friend and/or peer. These support groups could be organized on a formal basis or an informal basis. The support group may be organized around common fields or disciplines, e.g., administrator's support groups, dental support groups or integrated support groups founded on grounds other than professional/vocational interests. Some people have found that the most effective support groups have natural geographic distance between its members. This distance serves as a natural barrier against the misuse of confidential information from self-disclosure. The telephone is the primary vehicle for communication in this type of long distance support group.

6. Crisis Intervention Teams

Colleagues could be organized within a given human services unit to offer help, counsel, and relief of distressed colleagues. Mental health training and broad job orientation would be a requirement to help this idea succeed.

7. 3 New R's

Rotation, rest, recuperation from heavy stress zones should be available, e.g., Assistant Principals, desegregation officers, law officers, etc.

8. Flexible Hours/Week

Attention should be given to the quality of results achieved as a measure of success as opposed to the amount of time expended on the job. Flexible time schedules are a suitable alternative as long as the persons are responsible. This has worked out in a number of organizations where employees are able to come and go on their own schedule and still fulfill their contracted commitment. Some persons are night persons, others are day persons. If we are to gain positive results and keep morale high, it is important to invest our time when we tend to be the most contributing, within reason. A person should be encouraged to seek as much flexible time as possible without destroying the effectiveness of the organization. Persons should seek sanction for flexible hours and work weeks. The 4 day work week is one possibility. Some organizations are investigating 6 days of work with 3 days off as an alternative work cycle to improve production while minimizing accumulative stress.

9. Psychological and Physical Training

a. Skill development in self defense is necessary to foster poised behavior during periods of

confrontation, conflict hostility and uncertainty. Peace of mind and confidence can be achieved as a result of self defense training, e.g., karate, judo, etc.

b. Movement exercises are good ways to keep the body fit while draining off stress.

10. Awareness of Staff/Community to the Effects of Stress, Strain, Fade-Out, etc.

a. Identify agencies for referral in the community who can help, e.g., ministers, hospitals, local psychologist, etc. For example, New York City's Strange Clinic and Stress Control Center, Menninger Foundation, etc.

b. Identify agencies who will join the school community to conduct conflict resolution workshops for staff, e.g., police, ministers, nurses, physicians, etc.

c. Develop workshops around the art of caring which is modeled after the medical profession, particularly in the nursing profession.

d. Develop workshops on interpersonal skill development and communications. We are at a very primitive stage of understanding and communicating with each other. Training in interpersonal development, group dynamics, and communications would be essential for persons to get involved in and offer to their organizations.

e. Training to be an effective leader as well as a contributing subordinate can go a long way to facilitate the personal and professional growth process while providing skills to minimize destructive human relations and distress related effects from conflict, controversy and ambiguity.

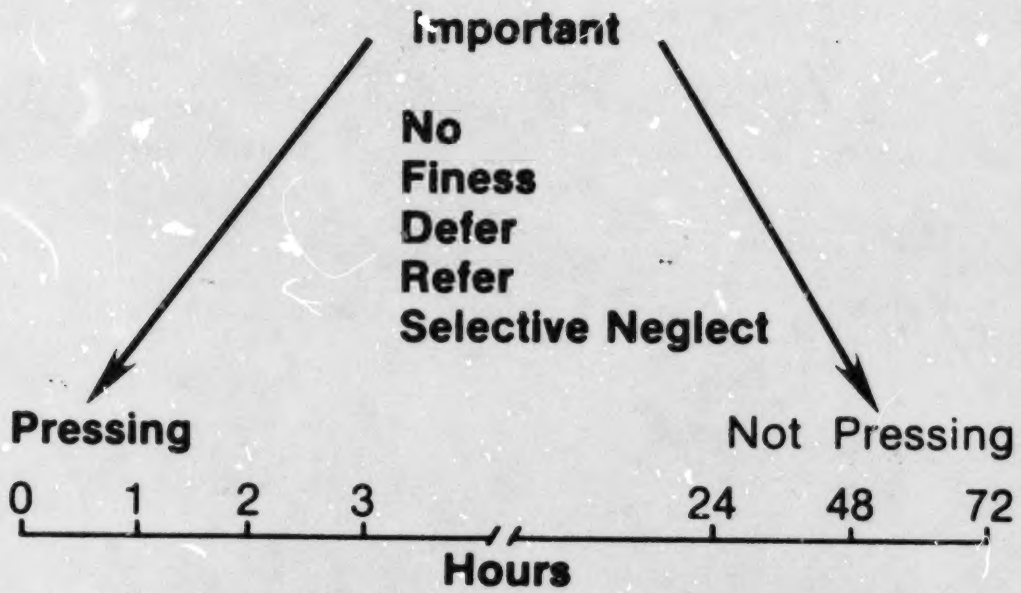
11. Setting Priorities - (Refer, defer finesse or say no)

General Model

In the post-industrial world, human beings are simultaneously bombarded with a myriad of complex issues upon which to consider and respond. The world of modern human services (physicians, nurses, teachers, administrators, supervisors, dentists, lawyers, secretaries) is no exception. It is easier to just react to issues as they emerge and deal with them as though they all required the same degree of urgency. "REACTION" management provides minimal time to plan and influence the self and organization growth. As an alternative, "PRE-ACTION" management suggests deliberate but reflective thinking prior to action wherein the mind behaves similar to a computer which has been programmed for thinking before taking action. Pre-acting suggests a disciplined mental set deeply rooted in the subconsciousness which triggers thinking as a conditioned response to behavior before taking action. The thinking process flashes across a time frame of reference which facilitates decision making and ordering priorities as depicted in Figure 3. (Page 15a)

FIGURE 3

MODEL FOR PRIORITY ORDERING



Rule of Thumb: Use time to minimize your losses and maximize your gains . . . spend time on items/issues which (1) affect the lives of the greatest number of people and (2) has the highest potential to do damage to reputation of school community.

There isn't enough time to accomplish all that others expect us to do. Yet everything we encounter is important to someone. Therefore, it is necessary to have our mind programmed to parcel out and classify each item and issue which confronts us. In determining the degree of importance, it is necessary to assess the item and issue in terms of (1) its relative impact on the positive/negative reflective image of the entire facility and community and (2) potential benefits or deterrent to largest number of persons. If we agree that there is not ample time to do everything, we have reached realization that something will go undone and unattended. We are faced with a choice to deliberately and selectively neglect* certain items of lower payoff to accomplish higher payoff items OR let nature take its course through random neglect.

Figure 3 above illustrates a frame of reference for rendering a decision** on priorities. Based on one's values, one can assess a relative position on each item or issue encountered in terms of importance to the organization or unit (biggest impact for the most persons). Although most things on the surface appear to be pressing (require action now), in reality most are not pressing (can be done in several days). In assessing priorities, it is vital to have the following analysis programmed in your mind:

MUST DO

NOW _____ NOT LATER THAN _____

Those items which are out of your sphere of control, mandated by law, policies, rules and regulations and with previously set deadlines.

SHOULD DO

NOW _____ LATER BY _____

Those items which are within bounds of philosophical soundness but allow for discretion. (Timeline is flexible).

WOULD LIKE TO DO

Those matters of preference. Things we like to do which generally give us satisfaction but sometimes of minimal significance to the organization. (no timeline).

Those items which have legal bounds must be scheduled and completed whether we like it or not. However, we tend to deal with those items of preference (would like to do) at the expense of expending the time on those items which have legal and ethical boundaries. This is a value conflict of responsibility and can contribute to procrastination.

*Extreme sensitive human beings tend to be offended by the notion that they would deliberately neglect completing a task. For those highly sensitive individuals another term is suggested for this process, "benign omission."

**Almost all decisions and conclusions are based on "value" judgment. To be an effective decision maker, your values must be clear to you. You must know what you believe, cherish and prize. It is important to periodically clarify your values. Some of your values will shift over time, whereas others will remain bedrock stable. For consistent decision-making, you should be aware of your values and be able to intellectualize most of them. You need to strive for intellectual security and emotional maturity. If you reach an impasse with your logic, permit your intuition to be your guide.

Often items and issues will shift in their "state of pressure" to be completed. If an issue or item is deferred or finessed to a later time, it may be found to have resolved itself or lowered in intensity. Obviously, the converse could happen. However, if an item or issue is deferred or finessed, you gain the advantage of pre-acting and obtaining deeper insight and background to the issue. Deferred action provides opportunity to accrue bigger payoff and/or minimize loss.

It is imperative to sort out items which we control or influence from those things we cannot. In practical terms, it is a waste of time and energy to focus on non-controllable items or issues. In addition, non-controllable items which consume our time have a tendency to heighten our anxiety and contribute to our stress level. There exists a tendency for productivity and satisfaction to diminish as anxieties and distress increase. (See Figure 2 Page 4).

Chief pre-action questions which need to become a conditioned response to our central nervous system are given below:

1. How else can it be effectively completed with the least amount of time utilized?
2. Who else might help? (Delegate - Refer)
   a. Get it started? What parts?

      Sometimes inquiries and requests are made to the wrong department or agency. Referral to the most appropriate agency or department is a legitimate time-gaining technique.
3. What is the latest date the task can be completed to meet the deadline?
4. What is the worst that will happen if it isn't done at all? (Eliminate - Say NO)
   a. Who will be sad/mad? How many?
   b. How many will be glad?

12. TIME GAINING AND STRESS REDUCING TECHNIQUES

The following human responses are offered as a means of developing and conditioning a "mind program" to pre-act when faced with the challenges of overload in human services. The by-product could be a maintenance of a healthy level of stress and a more effective use of your time and life.

A. COMBINE - like tasks and activities, e.g.

   (1) Schedule phone calls and call back for a given block of time. Four to six well timed and planned calls can be returned in approximately 30 minutes, particularly if between 11:05 A.M. to 11:45 A.M. which uses human nature to its fullest advantage. (Catch people right before lunch. They are usually stopping to get their coat or in a hurry to eat.)

   (2) Plan to do dictation so that several memos/letters can be developed in one session. This reduces the number of interruptions of your secretary and takes advantage of your dictating mind set.

(3) Plan regular walking tours of the facility so that rigorous exercise can be subtly integrated into the regular monitoring, supervising and work process. Briskly walking up and down steps is a good exercise for your internal organs. (Remember for each mile you walk briskly, it is estimated that you will burn up about 75 calories. If you jog a mile, you burn up approximately the same amount of calories except faster giving your heart and lungs a better work out.)* Don't ride if you can walk. Make part of your lunch hour a long walk.

(4) You may be able to convince several of your peers, friends or family to exercise regularly several times a week. It is one way to mix social activities with exercise while enjoying the process. Exercise can be fun particularly if done in small groups. It is the motion, company and attitude that counts . . . not the strain and pain, e.g., walking the dog, playing ball with the kids, dancing, etc.

(5) During the coffee break, do stretching exercises (back/neck/arms/legs), e.g., have a chinning bar installed in the office or home.

(6) Take advantage of times when ideas seem to flourish. Ideas seem to emerge when we are in a relaxed stage (reduced brain wave frequency). Be sure to have writing implements available to record the ideas. There is no guarantee that an idea will return. Relying on your memory is a risky business. Remember the 4 F's of memory . . . They are fantastic but fickle, fleeting, fragile. Unrecorded ideas and thoughts often vaporize from your mind . . . gone forever. Trying to remember tends to waste time and cause unwarranted tension. Many persons get flashes of fertile ideas in the early A.M. right after they get up as they are preparing for the day. Some persons report they get useful ideas as they are driving. Others mention that their best ideas emerge right before they doze off to sleep. Therefore, it is important to have a note pad and appropriate writing device to capture the ideas for future development.

(7) Trips away from "normal" work activities can often accomplish several unrelated objectives. In practical every-day terms, getting the car washed, filling the car with gas, mailing letters, and stopping at the store are useful combined activities.

B. SUBSTITUTE - e.g.,

(1) Consider responding to a letter by use of a telephone call. It is often quicker, less expensive and more effective with the two-way communication capability which is not available via letter or memo.

(2) The standup conference or meeting often seems to serve a useful alternative to a discussion held in a more formal setting. If clearly understood by all parties and used carefully and selectively the standup conference can be a practical, meaningful time gainer and momentum stabilizer.

*Gullers, Karl Fit for Fun - The Rotarian March, 1978, Page 28

(3) A handwritten note or response can carry a great deal of warmth while being a more prompt means of responding to a letter or memo than having the message typed formally. It tells the receiver you care about prompt communication and their concerns expressed. (It is also less expensive). Remember a typed final copy of a letter or memo will cost about $4.75.

(4) Sometimes a telephone call followed by a brief memo is more useful than a long letter, a meeting or conference. A meeting or conference should be scheduled when there exists no alternative way to communicate and the purpose is clearly stated and understood by all participants.

C. REDUCE/MINIMIZE/MODIFY

(1) Memos and letters, if well thought out and written, can most often be limited to one typewritten page. One x one – one page or one topic, have greater probability for action and a turn-around response. Written correspondence should be developed from an outline which clearly spells out the purpose of the memo and provides the reader with poignant directions in concise language. Memos or letters longer than a page have a higher tendency to confuse the readers as well as abuse their eyes.

(2) There exists an urgency in organizations today to improve on communications. Everyone has been sensitized to the importance of communication . . . sometimes to a fault. With the improvement of duplication and word processing equipment, there exists a tendency to create an "overkill" on communications . . . too much information . . . too often . . . too soon. One must strive for the proper balance of well-timed information to produce the greatest impact while minimizing paper pollution and garbled communication and contamination of the organization.

(3) Well planned meetings and conferences with pre-meeting agenda can often cut the time of regularly scheduled meetings by one-fourth or one-half. It is vital that all meeting participants understand their roles and responsibilities as a contributing member of a group. (Clear perceptions and realistic expectations are stress reducers.)

(4) Telephone calls which are carefully planned with appropriate data available seldom need to go over ten minutes. Time your calls. If the pattern illustrates a time expended beyond ten minutes, perhaps you need to find ways to shorten up on the time expended . . . use a timer.

(5) Consider a "meeting record" as an alternative to regular meeting minutes. Have the "record" on a duplicated form so that any member of the group can record the essential outcomes of the discussions and note appropriate timelines and responsibilities. Quick turn-around on the meeting record can inject momentum to the follow-up process within the organization. Beside improving upon the effectiveness of the organization, the meeting record and rotating recorder have the potential of upgrading the recorder's listening and writing skills. The meeting record can be duplicated at the close of the meeting and distributed prior to the adjournment of the

meeting. (Formal minutes from the chairperson can follow if necessary with refinements.)

(6) We spend approximately 70% of our day in the listening role, e.g., telephone, small group, large group, one to one conferences. How active a listener are you? Do you take notes and show empathy? Do you ask clarifying questions? Do you briefly summarize? Do you have good idea content and demonstrate positive body language? If you answer NO to more than one of these questions, you are probably (1) wasting some time (2) contributing to stress levels of others and (3) partly responsible for the sluggishness (if any exists) in the organization.

D. PARTIAL "START UP"/FINAL "WIND DOWN"

(1) Many times tasks can be organized and initiated by persons other than the person responsible, and/or likewise certain tasks can be completed by persons at a different level of management. Therefore, the "swiss cheese" approach is suggested as a means of keeping the flow of work moving toward pre-established deadlines. Determine who might help to get the task started or who might put the finishing touch on your work. Reports, letters, and memos can often fall into this time gaining category. Some tasks must be done solely by yourself. However, the entire task may not be required to be completed in a singular effort. It may be useful to budget blocks of time over a span of days or a week to stimulate your thinking on the task. Sometimes additional insights and refinements will emerge as the initial work "incubates."

(2) Group problem solving can sometimes best be done in parts . . .taking separate elements of the problem and focusing them separately can be a useful and meaningful approach if time is available. Many times problem solving can and should be completed in phases. Independent thinking on a problem stimulates creative ideation. Then as the individuals come together to share they can often strengthen the possible solution to the problem.

(3) Preparing income tax could be an on-going process of recording and filing data. In December, summaries can be developed by various categories. In December and January, the actual forms can be reviewed. During January and February, all receipts can be matched up with the tax claims. Not all phases need to be completed by you. Similar examples are student scheduling, preparing the annual budget, etc.

E. ACCELERATE/DECELERATE/PACE

(1) Much can be done to slow down and speed up the work flow if one understands the timelines and regularly observes the performance and outcomes of others. Simply ask "How might I help?" How are we doing? This can be a motivational technique to build positive momentum. Whereas, if emotional tension is observed, a possible extension of the timeline may be in order or a volunteer effort to pitch in can slow down potentially hazard-

ous momentum which may cause errors and accidents. Each person needs to contribute to a work climate which fosters satisfaction as well as high productivity with minimal unwarranted stress.

(2) Being a human services person is analogous to being a long distance runner, wherein the most physically and emotionally demanding aspects of the race may come at the very end. The successful long distance runners know they must have "kick energy" at the end to win. The same holds true for human services personnel which means being resilient, stable and creative at the tail end of the day. It only stands to reason that each human being possesses a limited amount of energy. Therefore, it is vital to conserve it for the potentially big and complex issues. This suggests a pacing process. A human services person should attempt to carefully schedule and budget time during those "long" days to preserve energy which enables mental creative toughness to exist. There is a tendency to attempt to do too many things in a given day. Including only several important items on the docket each day realistically enables the human services administrator to make effective progress while at the same time allowing for the unexpected to emerge. See Winners Cycle Appendices (Page 29).

(3) Sometimes projects and tasks get bogged down due to a need for specific direction and a parcel of information. Regular monitoring and observing at predetermined check points can insure that the appropriate information and encouragement are offered to perpetuate and influence progress. In some cases, tasks are completed in advance of a given timeline. It may be better to have the end product processed (reviewed/evaluated) rather than remain idle. Positive strategies for completing tasks prior to deadlines tend to be satisfactory motivation while at the same time achieving greater productivity.

F. 10-STEP PROCESS FOR CONDITIONING THE MIND

If any of the ideas suggested above seem to make sense to you, the next step is to convert the idea into an ACTIVE CONDITIONED MIND PROGRAM. There probably exist several ways to do that. However, the following way has proven to be effective for others.

(1) Select at least three ideas from above which you feel are realistic, attainable and relevant for your circumstance. (Select the model in Figure 3 Page 15 as one of the ideas. . .it has the greatest potential payoff in terms of productivity and in effectiveness while minimizing stress.) DO IT NOW.

(2) Turn the idea into a specific written "target statement" with expected results and a given time frame. DO IT NOW.

(3) Review each target statement separately. Visualize yourself already possessing achievement of the target statement. Analyze the good feelings associated with the visual achievement of the target. DO IT NOW.

(4) Use your imagination in setting forth specific steps which can move you toward that target. Be sure to record all possibilities. DO IT NOW. You can return later to refine the steps.

(5) Ask yourself who can help. Record your response after each target. NOW.

(6) Discuss your target with them. Get their ideas and insight. SCHEDULE IT NOW.

(7) Good. Now you have started to develop BELIEF in the target. You have begun to make a commitment to action. A target can almost never be hit unless you BELIEVE IN THE POSSIBILITY of hitting it and following it with effort.

(8) During some periods of relaxation, regularly visualize your targets, e.g.,

a. before you go to bed
b. while resting
c. waiting in line
d. taking a shower, shaving, etc.

(9) To strengthen your commitment and belief in the target, develop a target poster for each selected target including the "Model for Priority Action" (Figure 3 Page 15)

a. Identify key words for each target
b. Develop symbols and use a lot of color and pictures from magazines for the poster which will foster vivid images in your mind of the targets.
c. Place the posters or symbols in strategic locations where they will remind you of the selected targets, e.g., closet door, bathroom mirror, your office door, telephone receiver, etc.

(10) When you relax, THINK TARGET. Imagine that you have hit the target in dead center. How do you feel? Build BELIEF AND ACCEPTANCE in the reality of the target by repeated exposure to the posters and regularly trying the ideas. This double exposure, thinking about the realization of the target and trying to hit it, will build in a deep seated, emotionally attached sub-consciousness. Your sub-consciousness becomes a Mind Program for your conscious mind and nourishes your passions, emotions, instincts and moods which influence your attitude and behavior. Through repetition, habits of thought flash from your "mind programmed sub-consciousness" to your conscious mind in time of need, thus enabling you to demonstrate a pre-action management style which can result in synthesis . . . the highest level of creative thinking. Your self motivations have nurtured self discipline and creativity while minimizing stress.

G. STRESS MANAGEMENT VIA MIND CONDITIONING TECHNIQUES

Other mind conditioning techniques to explore are Progressive Relaxation, Tai Chi, Aikido,

Transcendental Meditation, Yoga and Alpha Dynamics. These techniques are positive ways of minimizing the build-up of unwarranted stress. Many people have found them to be useful in relaxing and resting thus restoring energy. (See Appendices). Page 30.

H. TIME/LIFE PLANNING

(1) Development of short term target areas (six month intervals for the next five years). It is important that the target areas be realistic, attainable and synchronized in a way that does not require too much change at any given time. Unwarranted stress occurs from too many life changes during a short interval of time. Therefore, it is important not to overload any one time frame. (Get rid of unrealistic and unattainable goals. They tend to cause frustration and could become a source of distress).

(2) Multiple long range target areas/goals (personal and professional). It is prudent to consider a number of long range goals so that you will be prepared to continue your positive involvement and growth even if one of your stated goals no longer is relevant or possible. It is important to determine ways to get started on a path to your long range target areas or goals. Develop your goals in writing along with tentative timelines. Plan to share your goals with others who might help and/or need to know about them. Do them in pencil so that they might be altered and refined from time to time.

(3) Develop a plan for retirement. (Your plans should include ways of integrating leisure time activities with continued learning experiences.) It is important to develop these plans in harmony with the person with whom you plan to retire for a compatible relationship. This period may and should be the most vital and potentially meaningful experience of your entire life.

(4) Formulate a self development program to improve skills and expand knowledge base. (Continued learning is a necessity and you must plan a deliberate program for personal and professional growth). Examples of achieving this follow:

a. Reading programs in areas of:
   1. Techniques related to your present and future activities and goals
   2. Leisure activities, interest and hobbies
   3. Retirement and financial planning

b. Audio/tape listening programs

c. Seminar Institute Workshops on specific topics related to personal and professional goals

d. Formalized education program

e. Maintain and enhance a healthy, balanced life. It is vital that your body be kept in the best physical shape possible in light of the phase of the life cycle in which you find yourself. A proper diet and regular exercise are necessities. Exercising your internal organs (heart and lungs) may very well be the most important activity you can perform in protecting

against unwarranted stress. Displaying a healthy, balanced life style is a contagious phenomenon. You will be able to improve the thinking and life activities of others through your healthy appearance and energetic demeanor.

f. Expand your circle of friends and contacts beyond your line of work or profession. This type of diversion can enrich your meaning of life while at the same time broadening your perspectives.

g. Deliberately plan greater involvement with your family in social, aesthetic and recreational activities.

I. KNOWING THE BIG OPTIONS

If in your personal or professional life you are encountering unwarranted amounts of stress and experiencing distress signals as delineated herein, it appears that you may be on the fringes of fade-out. You are now faced with three basic options: (See Appendix - Anticipate Conflict Evaluation "ACE" Page 27.)

(1) Exist - Stay as dead wood (Die spiritually, fade-out and possibly disappear)

(2) Emanate - Grow from within the present setting (Identify tools, target areas and process for stimulating and maintaining regular growth - establish reasonable levels of attainment, focus on and strive for spiritual renewal).

(3) Exit - Leave and grow from another experience. (Identify tools, target areas and process for stimulating and maintaining regular growth - establish reasonable levels of attainment, focus on and strive for spiritual renewal).

Obviously, options B and C are the most positive approaches to overcoming stress and minimizing fade-out. However, it takes action . . . now. You may even anticipate some additional stress during the initial period of the transition. Remember you are investing time and energy on the short run for a long term gain. It means making a commitment to personal and professional growth and taking the first action step NOW toward shaping the rest of your life.

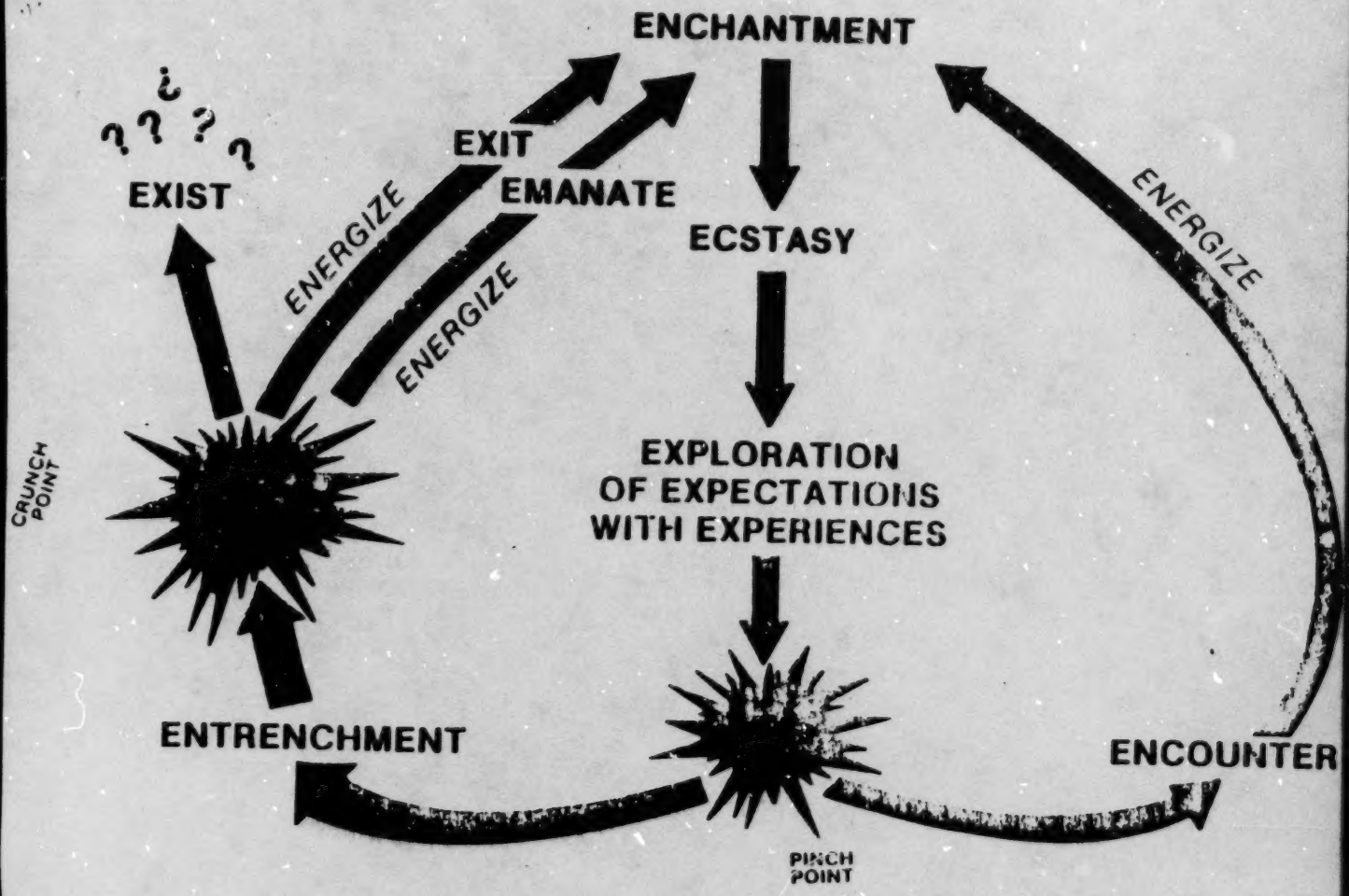
J. GIVE YOURSELF POSITIVE STROKES

Self programmed inspiration is essential to your well being and growth. The identification and achievement of realistic and reasonable targets on a regular basis enable one to gain skill, knowledge and satisfaction and foster confidence. The 10 step mind conditioning program will work for other professional and personal targets besides the ones given above. Once conditioned the mind has a readiness for continued growth and expansion. The mind is a rich and beautiful asset when the conditioned mind is synchronized with the spiritual and physical body. The most potentially powerful phenomenon known to man has been mobilized. Building in a reward for yourself along with the achievement of the target enhances the spiritual inner feeling of self worth. The ingredients of satisfaction, self worth and confidence are reflective qualities which become magnetic forces of attraction . . . essential elements of effective leadership. Rewards and positive strokes need not be expensive or complicated . . . in fact, on occasion, the more simplistic the better . . . deliberate relaxing or just "goofing off" are good examples of natural rewards. Visit a friend, call a relative, read

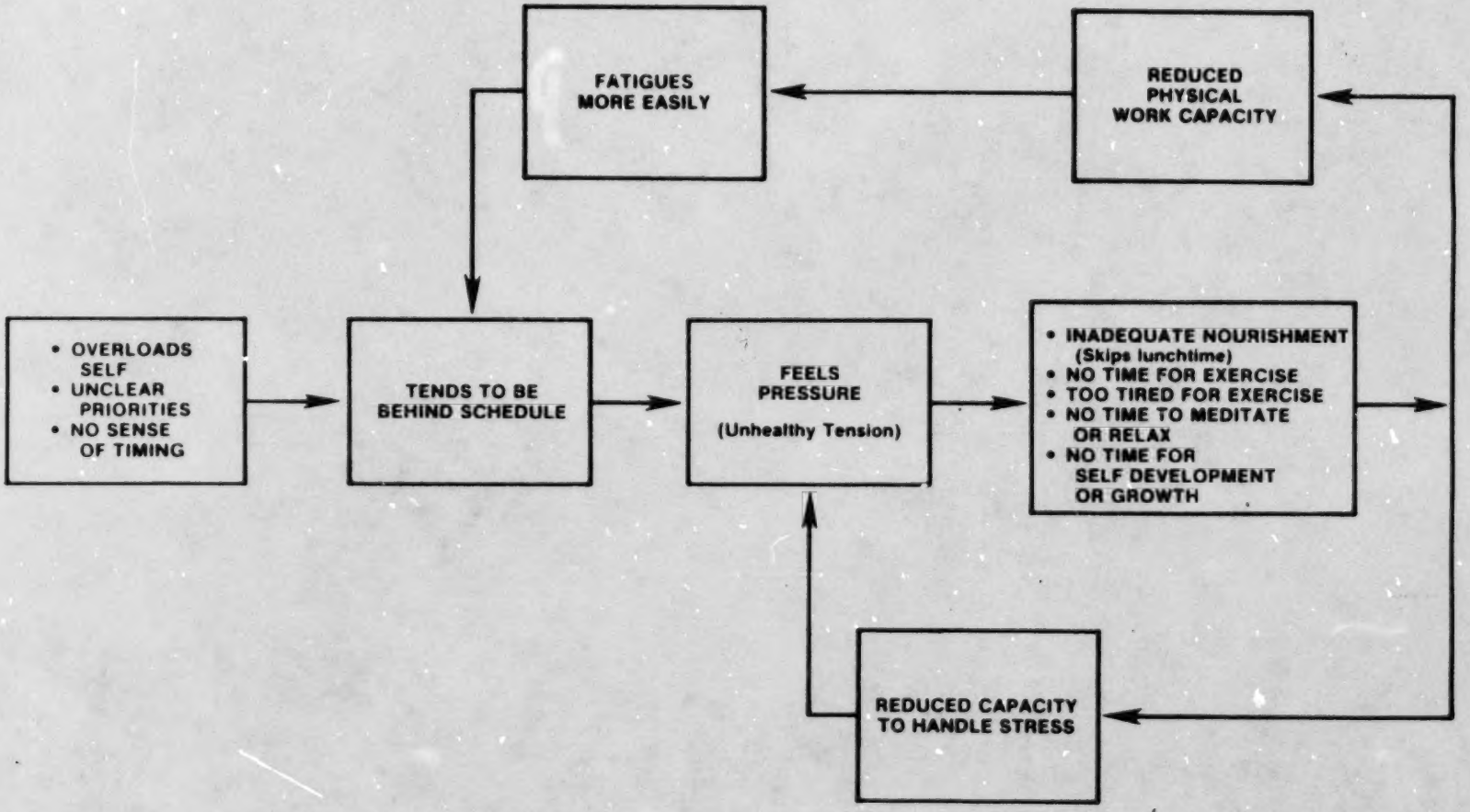
a book, browse in an art gallery or study people are other examples of rewarding experiences and simple diversion. "Enjoyed Lost Time is not Wasted Time." Become sensitized to the uniqueness of the summer rain on your face, the subtle sweetness of spring flowers, the sparkle of a child's eye and the tenderness of their touch, the salty taste of tears and the fluttering of your own heart. This integrative refinement process between thought and feeling becomes the fountainhead of releasing your creative potential while minimizing unwarranted stress. Only when you care enough to discipline your mind to pre-action responsiveness can you be totally effective in human encounters, particularly in managing and leading others. The way you think is a determiner of your feelings and your feelings lead to overt behavior and attitude. Be positive - learn the way to Ride and Guide the stallion of change. It can give exhilaration, enrichment and zest to your life.

appendices

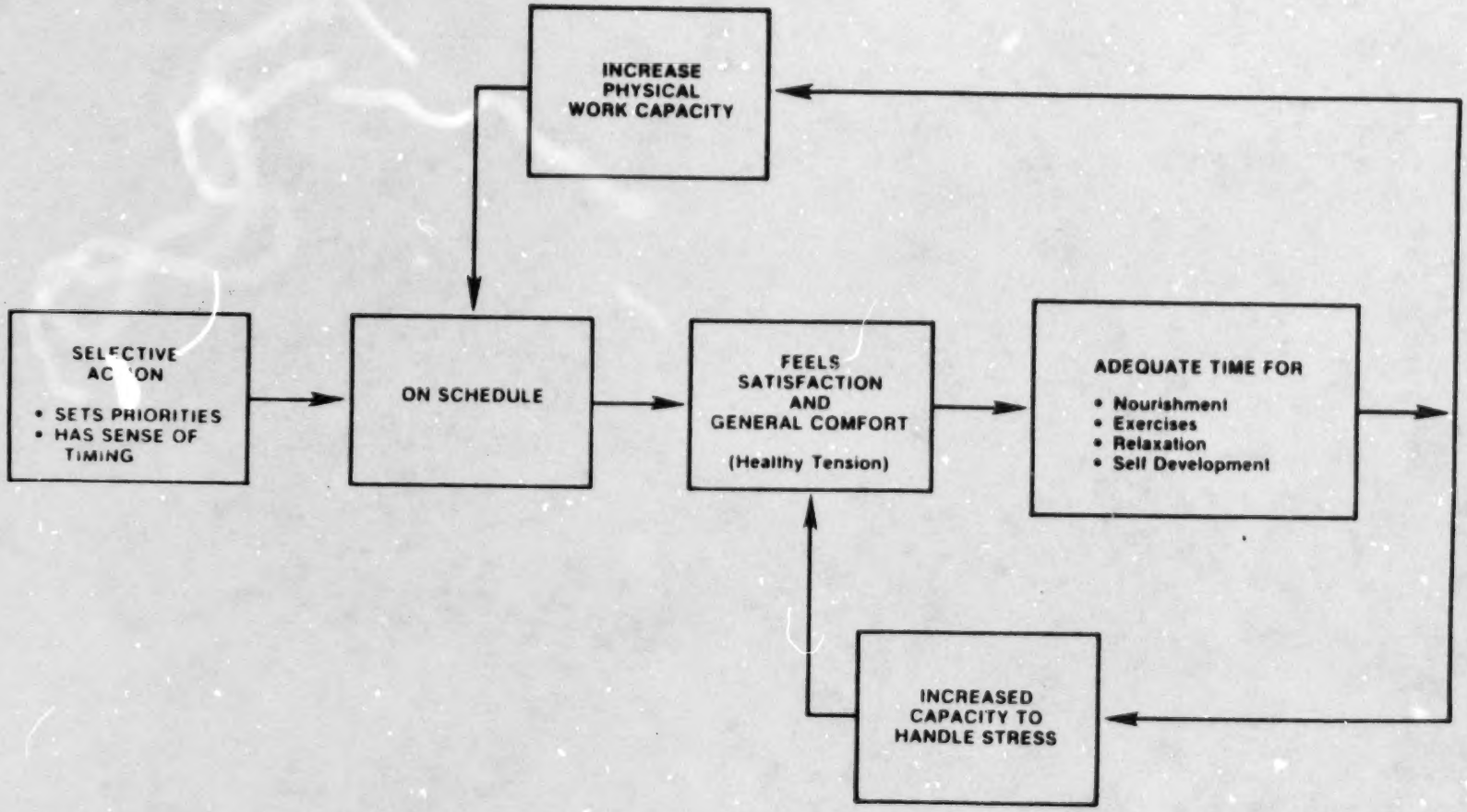
ANTICIPATED CONFLICT EVOLUTION (ACE)



LOSER'S CYCLE


FATIGUES MORE EASILY
REDUCED PHYSICAL WORK CAPACITY
• OVERLOADS SELF
• UNCLEAR PRIORITIES
• NO SENSE OF TIMING
TENDS TO BE BEHIND SCHEDULE
FEELS PRESSURE
(Unhealthy Tension)
• INADEQUATE NOURISHMENT (Skips lunchtime)
• NO TIME FOR EXERCISE
• TOO TIRED FOR EXERCISE
• NO TIME TO MEDITATE OR RELAX
• NO TIME FOR SELF DEVELOPMENT OR GROWTH
REDUCED CAPACITY TO HANDLE STRESS

WINNER'S CYCLE



TYPES OF STRESS

Cognitive Tension (Thinking)
Muscle Tension (Physical)

Physically Exhausted . . . Mind Keeps Racing	Jittery and Mind Keeps Racing
Not Anxious But Experiences A Transient Demand (Changes)	Feels Tense But No or Few Thoughts Come Into Mind

LOW HIGH

STRESS MANAGEMENT STRATEGIES

Cognitive Tension (Thinking)
Muscle Tension (Physical)

Thought Stopping Thought Substitution Positive Self Talk 10 Nice Things About Self Revise Tape In Mind Assertive Skills	Progressive Relaxation Movement Exercises, Dancing e.g., T'ai Chi, Aikido Self Hypnosis Biofeedback Social Activities
Yoga Meditation Prayer Quiet Place To Sit, Relax, Reflect	Jogging Swimming Gardening Vacation Hobbies Biofeedback

LOW HIGH

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F. STRESS COPING RESPONSES

A. 16 Human Responses to Stressful Situations (Stimuli)

As conflict emerges, human beings tend to have the impulse to "fight" or "flight". Our behavior may take one of several courses related either to "fight" or "flight" depending on the circumstances. In some cases, we find it difficult to employ either basic type of coping behavior. Listed below are 16 common ways to cope with conflict which spread across the range of available human behavior.

RESPONSES	A Frequently	B Occasionally	C Rarely	How do you feel when you use this technique?
1. Ignore				
2. Use Humor				
3. Change subject				
4. Give in				
5. Insincerely apologize				
6. Pretend to agree or admit error				
7. Get another person to decide who is correct				
8. Intimidate				
9. Fight politically				
10. Use killer statement-fight dirty, e.g., character assassination, profanity, sarcasm				
11. Whine until you win out-"Tire your opponent"				
12. Play the martyr and let it be known				
13. Relax				
14. Defer judgment				
15. Try to understand the other point of view				
16. Narrow conflict to areas of agreement/disagreement				
a. Try for compromise				
b. Try for synthesis				

16 HUMANE RESPONSES WHICH CAN FOSTER A HUMANE, PRODUCTIVE INTERACTION AND REDUCE STRESS

1. I'd like to expand upon your idea (point) by looking at it from another angle.

2. I think I hear you saying...(summarize). Would anyone care to summarize our areas of agreement?

3. I hear a need in what you are saying. Would you please state that in the form of a positive question?

4. Would you be kind enough to clarify.....?

   What ways can you suggest that we work together? I wonder if you could

   A. State your goal, expected outcome
   B. Give us an example of what you are saying
   C. Develop an analogy for us on that
   D. Graphically show us your idea
   E. Give us a definition of...

5. What are you imaging as some possible solutions, etc.?

6. Might we hear from someone who has not had an opportunity to contribute. I would appreciate hearing your thoughts and feelings (specify persen).

7. Would anyone care to help by adding to or refining this idea...point...situation?

   Let's follow that idea all the way through before we pass final judgment... help to build on it.

8. How does this compare or contrast with what has been said previously?

9. It sounds like you have a point or idea which is worth further exploration... would you note it on your pad so we don't lose it? We'll come back to it. (This would be a response for someone who interrupts or strays from the point.)

10. Let us consider the advantages, usefulness and acceptable elements of that idea, point or statement.

11. Let's see what other options are available before we finalize a position.

12. I hear you expressing some concern about part of the idea. Please offer your specific comments and any areas of agreement to see how far apart we are.

13. I hear you. I understand and respect your point of view. Now let's see how similar our views are.

14. Although I'm uncertain if I agree entirely, however, I generally share a similar point of view.

15. I'd offer this idea (thought) for you to consider...just to think about.

16. Here is a decision I have made that will have ramifications for us. What ways can we maximize our chances for success and minimize failure and/or breakdown? What is the best way to implement the decision? What is best timing?